Pensacola Regional CA Studies Independent Review In-brief

- CAPT Eric Berg
- CA Team Leader
- 09 May 2000

Agenda

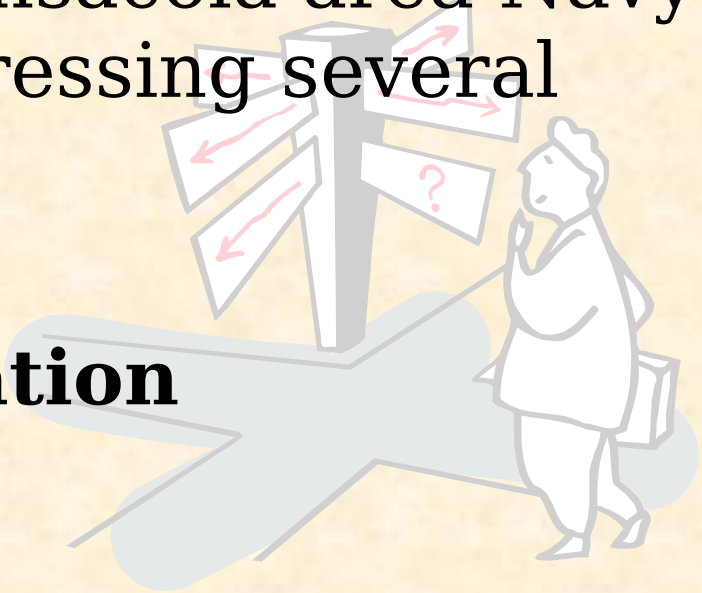
- Today's presentation
  - Background
  - Regionalization
  - Current command organizations
  - CA history and organization
  - Competition strategy
  - Common strategy issues
- Tuesday to Thursday schedule
- Daily routine

In the Beginning. . . .

- CNO created the $5 billion dollar wedge for Navy Installation Services
- A-76 Competitions was the method identified to obtain these savings
- Navy CA Inventory was grossly inaccurate

Background

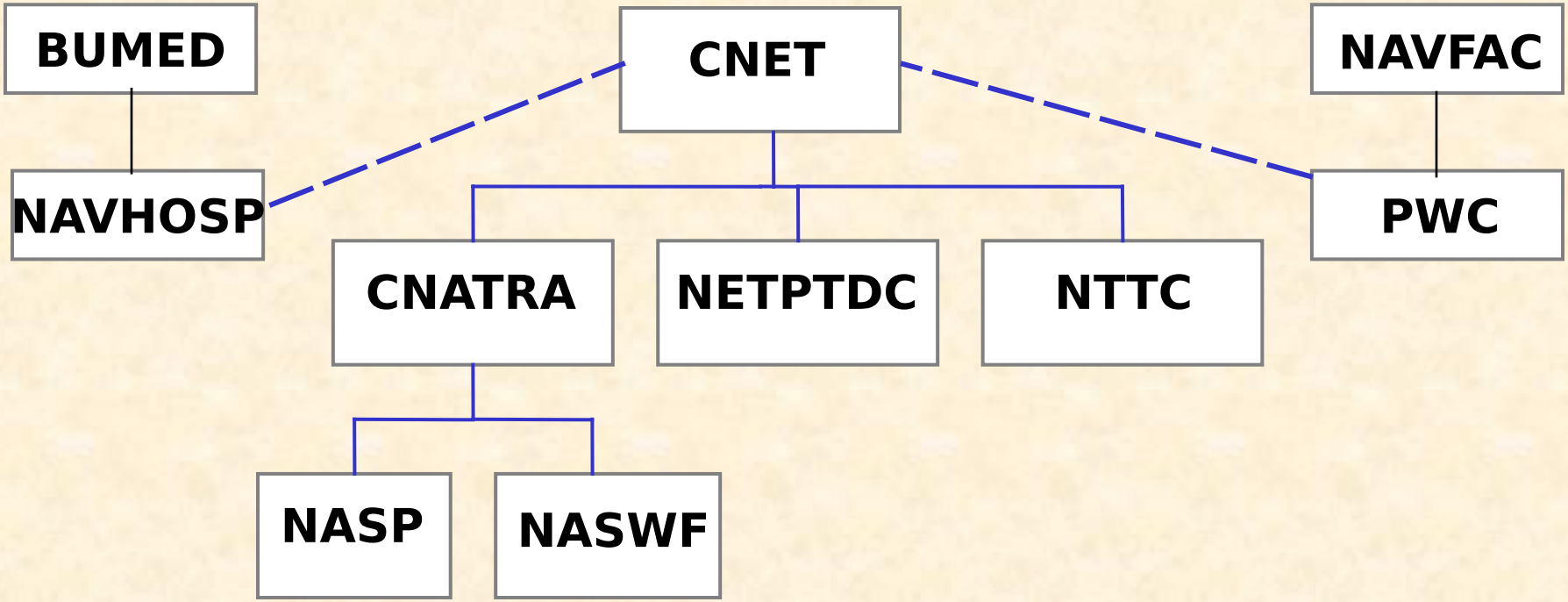
- At the time of the first CNO announcement for A-76 studies in Jan 97, CNET and the Pensacola area Navy commands were addressing several major initiatives
  - **ICC**
  - **Regionalization**
  - **CA studies**



Background

- Pensacola Area Original Installation Services Providers
  - Naval Air Station Pensacola
  - Naval Air Station Whiting Field
  - Naval Technical Training Center Corry Station
  - Naval Education and Training Professional Development and Technology Center Saufley Field
  - Public Works Center Pensacola
  - Naval Hospital Pensacola
  - NCTS Pensacola

1997 Organization



Background

- Initial decisions - 1997
  - Address Regionalization and ICC first
  - Then conduct CA studies on regionalized functions
- However CNO FY97 CA announcements were based upon pre-regionalized commands

CNET GUIDANCE

"We have decided to eschew the piecemeal approach of picking and choosing between functional areas to study claimancy wide, opting instead to take a regional approach"

VCNET, OCT 96

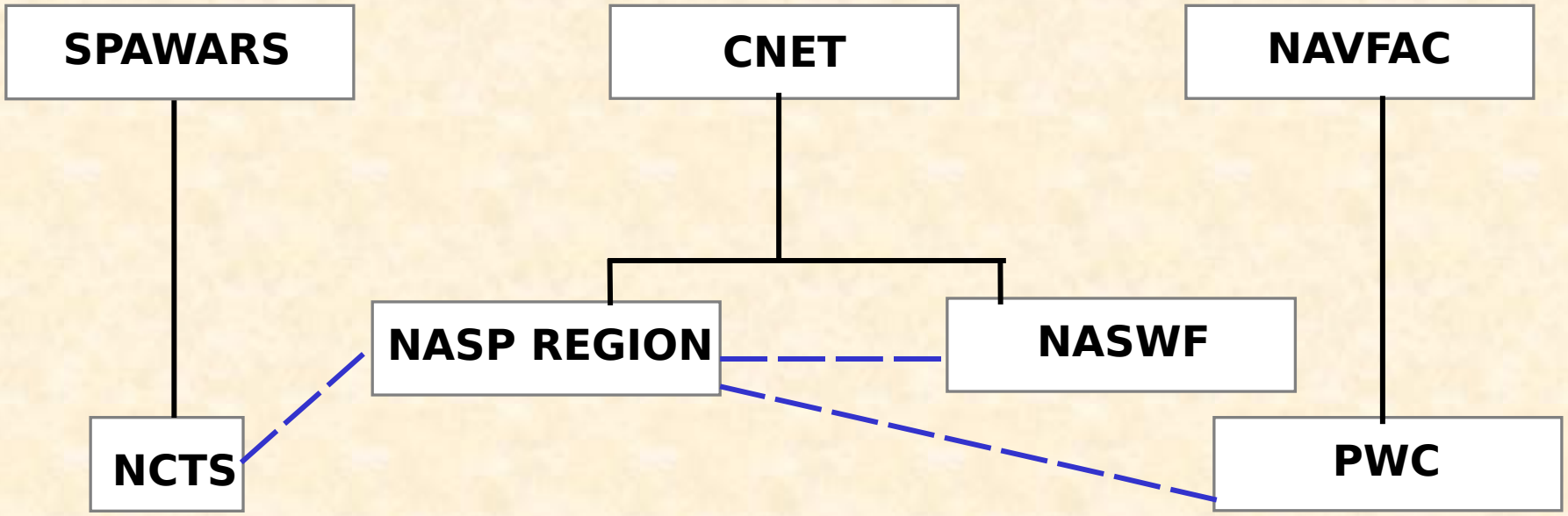
Regionalization Results

- Establish Regional Board of Directors, RBOD, vice COMNAVBASE
  - Chaired by VCNET
  - Membership
    - Major Command CO's
    - BOS providing commands
    - CNET OS4
- Consolidate to 3 plant account holders
  - NAS Pensacola - Regional Commander
  - NAS Whiting Field
  - PWC Pensacola

Regionalization Results
Continued

- Regionalize many but not all BOS functions
- Transfers of Work and Functions completed Apr 1999
- RIF completed June 1999
- Net reduction of 160 positions for $6.4M labor savings
- Majority of functions regionalized
  - Supply
  - Golf Operations
  - Management Assistance (Manpower)
  - Family Housing
  - Bachelor Housing
  - Family Service Center
  - Child Care Services
  - Family Service Center
  - Facilities Maintenance (1st LT)
  - Environmental Services
  - Safety

Current Organization BOS Providers



Organizational Changes

- CO NAS Pensacola now Regional Commander
- CO PWC now dual hatted
  - Regional Director of Facilities
  - CO PWC Pensacola
- CO NCTS now dual hatted
  - Regional Director of Information Management
  - CO NCTS Pensacola
- NASP and NASWF now Echelon 3 commands reporting to CNET vice CNATRA

- Commanding Officer
  - NASWF
  - PWC
  - Executive Officer
    - Comptroller
    - MA
      - Operations
        - Air Operations
        - Fire Division
        - Port Operations
        - Security Division
        - Weapons Division
        - Search & Rescue
      - Facilities
        - Facilities Maintenance
          - Ground Maintenance
        - Environmental
        - Safety & Occupation Health Division
      - Quality of Life
        - MWR Division
        - Family Service Center
        - Family Housing Division
        - Bachelor Housing
      - Logistics
        - Supply Division
          - POL Operations
        - Galley Division
      - CMD Support Admin
        - Transient Personnel Div
        - Command Evaluation Div
        - Administration Div
          - Postal Operations
        - Public Affairs Div
        - Pretrial Confinement Fac Correctional Custody Unit
        - Command Career Counselor

CURRENT NASP REGION

Regional Command Geography

NAS Whiting Field

NETPDTC Saufley Field

NTTC Corry & NAVHOSP

NAS Pensacola

Pensacola Regional CA History

- Feb 97 – Regionalization study began
- Dec 97 – Regionalization plan approved
- Feb 98 – Started development of competition strategy
- Apr 98 – Regionalization study team transitions into Regional CA Team
- Aug 98 – Consultant support (KPMG) on-board
- Sep 98 – Industry forum for competition strategy
- Oct 98 – Small Business consultation for competition strategy

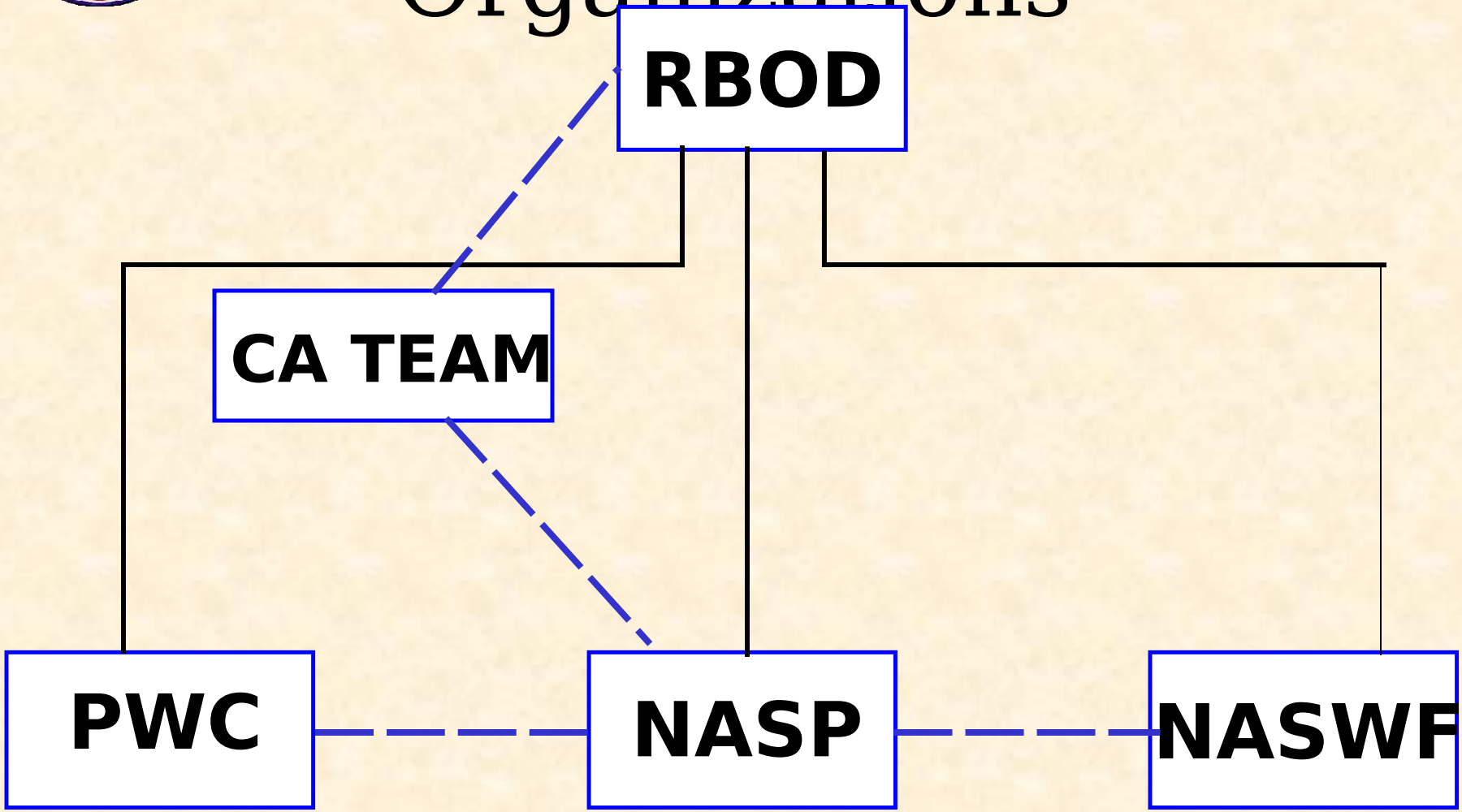
Pensacola Regional CA History, Continued

- Oct 98 – RBOD approves competition strategy
- Mar 99 – Performance Requirements Documents published
- May 99 – Draft Performance Work Statements published
- Aug 99 – Strategy review with N4
- Jan 00 – Solicitations issued
- Feb 00 – Site visits held
- May 00 – Start Independent Review

CA Organizations

- Three commands have announced positions
  - NASP Region - CAPT Bahr
  - NAS Whiting Field - CAPT Nelms
  - PWC Pensacola - CAPT Buchholz
- RBOD - Regional Board of Directors
  - Chaired by VCNET
  - Policy and decisions
  - Cross command coordination

Current Organizations



CA Organizations
Continued

- CA Team - PCT, KPMG and BUD's
- PCT - Production Control Team
  - Project management and functional experts
  - Full and part time members
- KPMG
  - Team leads for PCT and each competition
  - Is not consultant support for Competition 2 MEO

CA Team
Production Control Team

CAPT Eric Berg
Team Leader

YN1 Newsome
Office Manager
Correspondance Control
ADPSSO

Linda McBrier
Primary Assistant
Manpower/
CA Reporting

Pam Bridges
Primary Assistant
Contracting Support
Technical Library

CAPT(sel) Chris Vitt
Team Deputy
Resources Support

Cliff Powell
Facilities
Coordination

Les Schisler
IRO Coordinator
NASWF Coordination

Richard Roselli
Human Resources Advisor

Mike Gresham
IAMAW Representative

Michele Harrison
Public Affairs Coordination
Regional Web Site Advisor

Joe Flynn
AFGE Representative

Ken Densmore
Legal Advisor

Comptroller Advisor
VACANT

CA Organizations
Continued

- BUDs - Business Unit Directors
  - Responsible for competition strategy and PWS
- Competition 1 (acting)
  - Ms. Candace Currier - Regional Director FSC
- Competitions 2 and 6
  - CAPT Robert Buchholz, CO PWC
- Competition 3
  - CAPT(sel) Chris Vitt - Regional Logistics Officer

Competition Strategy

- Large vs. small
  - Small Business Administration
  - Required subcontracting
  - Prime contractor expertise
- Organizational structure
  - State of regionalized business units
  - Competition crossing boundaries
- Natural business units
  - What makes sense to combine
- Work force concerns
  - Maintain level playing field

Competition Strategy

- Compete only labor
- Attractiveness to industry
  - Want the best providers to bid
- Risks
  - On contractor or government
  - Impact on mission
- Existing contracts will not be included
- Available work load data and historical cost information
  - Firm fixed price versus indefinite quantity
- Many versus few competitions

Pensacola Region Business Units for CA

- Developed 27 separate units
- Combined them into 14 competitions/direct conversions
- 4 competitions will be part of this review
  - Community Support – Competition 1
  - Facilities, Environmental and Safety – Comp 2
  - Central Support – Competition 3
  - Major Maintenance & Repair – Competition 6

Competition 1 Community Support Business Units

- Bachelor Quarters Services
- Family Housing Services
- Family Service Center Services
- Morale, Welfare & Recreation Facilities Operations and Maintenance, Category A and B only
- Public Affairs Services

- Commanding Officer
  - NASWF
  - PWC
  - Executive Officer
    - Comptroller
    - MA
      - Operations
        - Air Operations
        - Fire Division
        - Port Operations
        - Security Division
        - Weapons Division
        - Search & Rescue
      - Facilities
        - Facilities Maintenance
          - Ground Maintenance
        - Environmental
        - Safety & Occupation Health Division
      - Quality of Life
        - MWR Division
        - Family Service Center
        - Family Housing Division
        - Bachelor Housing
      - Logistics
        - Supply Division
          - POL Operations
        - Galley Division
      - CMD Support Admin
        - Transient Personnel Div
        - Command Evaluation Div
        - Administration Div
          - Postal Operations
        - Public Affairs Div
        - Pretrial Confinement Fac Correctional Custody Unit
        - Command Career Counselor

CURRENT NASP REGION

Competition 2 Facilities/Env/Safety Business Units

- Environmental Compliance and Prevention Services
- Facility Maintenance, Non-Recurring
- Facility Maintenance, Recurring
- Family Housing Maintenance, Non-Recurring
- Family Housing
- Pest Control Services
- Public Works Administration
- Safety Services
- Transportation
- Utility Plant Operations
- Utility Distribution Operations & Maintenance

- Commanding Officer
  - NASWF
  - PWC
  - Executive Officer
    - Comptroller
    - MA
      - Operations
        - Air Operations
        - Fire Division
        - Port Operations
        - Security Division
        - Weapons Division
        - Search & Rescue
      - Facilities
        - Facilities Maintenance
          - Ground Maintenance
        - Environmental
        - Safety & Occupation Health Division
      - Quality of Life
        - MWR Division
        - Family Service Center
        - Family Housing Division
        - Bachelor Housing
      - Logistics
        - Supply Division
          - POL Operations
        - Galley Division
      - CMD Support Admin
        - Transient Personnel Div
        - Command Evaluation Div
        - Administration Div
          - Postal Operations
        - Public Affairs Div
        - Pretrial Confinement Fac Correctional Custody Unit
        - Command Career Counselor

CURRENT NASP REGION

Competition 3 Central Support Business Units

- Central Administrative Services
- Central Supply
- Emergency Dispatch
- Official Mail Postal Services

- Commanding Officer
  - NASWF
  - PWC
  - Executive Officer
    - Comptroller
    - MA
      - Operations
        - Air Operations
        - Fire Division
        - Port Operations
        - Security Division
        - Weapons Division
        - Search & Rescue
      - Facilities
        - Facilities Maintenance
          - Ground Maintenance
        - Environmental
        - Safety & Occupation Health Division
      - Quality of Life
        - MWR Division
        - Family Service Center
        - Family Housing Division
        - Bachelor Housing
      - Logistics
        - Supply Division
          - POL Operations
        - Galley Division
      - CMD Support Admin
        - Transient Personnel Div
        - Command Evaluation Div
        - Administration Div
          - Postal Operations
        - Public Affairs Div
        - Pretrial Confinement Fac Correctional Custody Unit
        - Command Career Counselor

CURRENT NASP REGION

Competition 6
Major Maintenance & Repair Business Units

- Major Maintenance & Repair
  - Contained with PWC
  - Minor and Specific Work

- Commanding Officer
  - NASWF
  - PWC
  - Executive Officer
    - Comptroller
    - MA
      - Operations
        - Air Operations
        - Fire Division
        - Port Operations
        - Security Division
        - Weapons Division
        - Search & Rescue
      - Facilities
        - Facilities Maintenance
          - Ground Maintenance
        - Environmental
        - Safety & Occupation Health Division
      - Quality of Life
        - MWR Division
        - Family Service Center
        - Family Housing Division
        - Bachelor Housing
      - Logistics
        - Supply Division
          - POL Operations
        - Galley Division
      - CMD Support Admin
        - Transient Personnel Div
        - Command Evaluation Div
        - Administration Div
          - Postal Operations
        - Public Affairs Div
        - Pretrial Confinement Fac Correctional Custody Unit
        - Command Career Counselor

CURRENT NASP REGION

REMAINING BUSINESS UNITS

COMPETITION 4 - Airfield Operations

COMPETITION 7 - Prisoner Labor Coordination

COMPETITION 8 - Petroleum, Oils & Lubricants (POL) Operations

COMPETITION 9 - Child Development Center

DIRECT CONVERSIONS - Boat Operations and Maintenance, Liquid Oxygen/Nitrogen Operations (LOX)

Pensacola Regional CA Studies

- Oct 96 - CNET nominates BOS functions in Pensacola area for CA
- Jan 97 – CNO announces 1,445 civilian and 609 military BOS positions in Pensacola area for CA
  - PWC – 822 (812/10)
  - NASP – 774 (398/376)
  - NASWF – 230 (95/135)
  - NTTC Corry – 143 (67/76)
  - NETPDTC – 71 (60/11)
  - NAVHOSP – 13 (12/1)
  - NAVDENTCLINIC – 1 (1/0)

Additional Announcements

- Jan 98 – 8 Military
- Jan 99 – 9 Civilian and 29 Military
- Jan 00 – 14 Civilian

Announcement Issues

- Announced entire functions including command and IG positions
- 97 announcement used obsolete and vague function codes
- Many mistakes
- Based on pre-regionalized commands
  - Incomplete transfer of announced positions

Announced Positions

	ANNOUNCED	"AS IS" ORGANIZATIONS	DELTA
COMPETITION 1,2,3,6	1825	1452	373
COMPETITION 4,5,7,8,9	275	256	19
TOTAL	**2100**	**1708**	**392**

Reduction due to:

- Military billets deleted
- Special separation incentives (SIP), regular and early retirements
- RIFs due to regionalization and workload reduction

Announced Positions

COMPETITIONS UNDER THIS REVIEW
(DCPDS 97, CNO 98, 99, 00)

Competition #	Civilian Positions	Military Billets	NAFI Positions	Competition Total
1-Community Support	261	55	439	755
2-Facilities/Env/Safety	559	10	0	569
3-Central Support	132	32	0	164
6-Major Maintenance & Repair	319	18	0	337
TOTAL	1271	115	439	1825

Grand Total (CIV+MIL+NAFI) **1825**

Announced Positions
Continued

OTHER STUDIES
(DCPDS 97, CNO 98, 99, 00)

STUDY	Civilian Positions	Military Billets	NAFI Positions	Competition Total
4a-Ground Electronics	20	2	0	22
4b-SAR Maintenance	0	5	0	5
4c-Terminal Ops/Other	16	12	0	28
5a-Boat Operations	0	3	0	3
5b-Helicopter Landing Trainer	0	26	0	26
5c-Liquid Oxygen	0	4	0	4
5d-Food Service	0	14	0	14
7-Prisoner Labor Coordination	9	4	0	13
8-Petroleum, Oils & Lubricants	14	0	0	14
9-Child Development	45	0	101	146
TOTAL	104	70	101	275

Grand Total (CIV+MIL+NAFI) **275**

"As Is" Positions

COMPETITIONS UNDER THIS IRO REVIEW

Region After RIF (Sources: HRO-10/99 and AMD 8/99)

Competition #	Civilian Positions	Military Billets	NAFI Positions	Competition Total
1-Community Support	192	51	439	682
2-Facilities/Env/Safety	387	10	0	397
3-Central Support	130	25	0	155
6-Major Maintenance & Repair	218	0	0	218
TOTAL	927	(2) 86	(1) 439	1452

Grand Total (CIV+MIL+NAFI) 1452

(1) NAFI Figures are unchanged from Announced
(2) These Military billets were deleted October 99; Residual personnel remaining because of PRD's

Allocation of Positions

- Direct support positions
  - Supply
  - Safety
- Indirect support (overhead) positions
  - Management Assistance (Manpower) Comptroller
- Inherently governmental
  - Workload or positions

Contracting Officers

- For Competitions 1 and 3
  - FISC Norfork, det Philadelphia
  - Mr. Rocky Siravo
- For Competitions 2 and 6
  - SOUTHDIV NAVFAC
  - Mr. William (Mac) Thigpen

Common PWS issues

- Materials
  - Options
    - Reimbursable - “material plug”
    - GFM
    - Compete
  - Compete procurement & management
    - Do not compete cost of materials
  - Competition specific decision
- Performance period
  - One year base with 4 one year options

Common PWS issues
Continued

- Equipment/Facilities
  - All government furnished including computer work stations
- Common government furnished services
  - Hazardous waste disposal
  - Information technology support
    - Network & connectivity
    - Existing software licenses
  - Telephone
- Standard document structure

Initial Scheduled Activities

- Tuesday pm - Windshield tour by BUD/MEO Team leaders
- Wednesday am
  - 8 - 9:00 am Bldg 746, Competition overviews for Central Support and Major Maintenance & Repair
  - Building or NASWF tour remainder of morning
- Wednesday pm - Meet with Contracting Officers and PWS teams
- Thursday am
  - 8 - 9:30 am Bldg 746, Group meeting for overview of Manpower issues

Procedural Issues

- Set time of day and location for daily meeting for each competition
  - Separation of PWS and MEO personnel
- Other meetings with PCT personnel
- Changes to PWS
- Out-briefs to Commanding Officers
- NAVAUDIT Issues